

1 May 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board

SUBJECT: Career Development of Junior Personnel

1. PROBLEM: To establish a program that will insure effective career planning for junior personnel.
2. ASSUMPTIONS:
 - a. CIA will have a continuing requirement for individuals who are thoroughly acquainted with Agency activities and who will be available for assignment to positions of increasing responsibility as the need arises.
 - b. Due to the specialized nature of Agency activities, such individuals cannot ordinarily be recruited from outside the Agency. To assure the existence of a reservoir of such individuals, a systematic program for internally developing selected Agency personnel can be instituted.
 - c. Career Development through detail or assignment to varied positions to broaden knowledge and experience can be an effective means of furthering the development of selected personnel.
 - d. It is possible to identify individuals who are on duty whose development will be furthered by training assignments to other components of the Agency. Since such an assignment would be of rather extended duration, it would be for productive as well as for career development purposes.
 - e. Individuals should be considered for this program only on the basis of demonstrated ability and potential for greater responsibilities in the discharge of the Agency's mission.

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f. Participation in the program would represent no assurance to the individual of eventual advancement, or assignment to any particular position.

3. FACTS:

- a. The basic Career Service directive (CIA Regulation [REDACTED] 25 May 25X1A 1953) states that one of the ways by which the Career Service program will be implemented is through "rotation" and that provision will be made for the allocation of slots in order to facilitate such assignments. This Regulation also provides that the component Career Service Boards will "establish a system of rotation within the component and participate in the development and execution of rotation assignments." It is therefore clear that the policy of promoting the concept of planned training assignments as a development technique is firmly established. There is, however, no clear-cut authority for insuring that this type of activity, undertaken in support of the Agency's overall mission, will be effected.
- b. The first attempt at a career development system was made in June of 1952 with the establishment of 50 Rotation Loan Slots; since only 11 of these slots were ever encumbered, the CIA Career Service Board decided that the system was ineffective. On 2 July 1953 it was replaced by the present system of Career Development Slots whereby individuals who could profit from either non-CIA training or development through planned assignments within CIA could be transferred to positions administered by the Office of Training in order not to disrupt the personnel administration of other components of the Agency. Of the

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40 positions approved, 28 are now (as of 31 March 1954) allocated or under consideration by the CIA Career Service Board. Twenty-five of these are for purposes of external training and only three for assignment within CIA. The students who will attend the Department of Defense schools and colleges, and certain other long-duration non-CIA training programs, will take up some of the remaining twelve positions.

- c. The Junior Officer Trainee program initiated in 1951 is intended to provide an intern program for carefully selected personnel recruited for this purpose. The Office of Training has [REDACTED] ceiling positions for the program, plus [REDACTED] positions to accommodate Junior Officer Trainees and other members of the Agency who are called up for military service. Of the [REDACTED] positions, [REDACTED] were filled as of 31 March 1954 by men and women on duty in the Agency specifically as Junior Officer Trainees; [REDACTED] more slots were blocked by people in process or in a few cases by people other than JOTs as a temporary slotting accommodation made available by the Office of Training to other components of the Agency; another [REDACTED] slots will probably be blocked by persons recently interviewed and tested. Thus if all these employees and candidates were to remain on the JOT T/O there would be [REDACTED] slots filled and [REDACTED] vacancies; in fact, however, the number of vacancies will increase as JOTs transfer to permanent assignments on other T/Os in the Agency and as the temporary use of JOT slots for other purposes comes to an end. Of the [REDACTED] present or former JOTs now connected with the Agency, [REDACTED] have already been permanently assigned to other T/Os;

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four more will be so assigned within the next three months, ten more within the next year, and at the present rate of turnover each JOT will probably occupy a civilian JOT slot for about a year. This means that about half the [redacted] slots could be used for the career development of junior employees already in the Agency, and even more if 1) recruiting JOTs from outside were slightly diminished and 2) some individuals' terms of service as JOTs were shortened as circumstances in each case made advisable.

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- d. On 4 February 1954, at its 20th meeting, the CIA Career Service Board decided to concentrate its attention on the career development of junior professional personnel.
- e. As of 31 December 1954, persons of age 25 through 34 who are in grades GS-7 through GS-12 constitute [redacted] of the Agency's strength. Persons in this category with at least two years' Agency experience constitute 26 per cent of the Agency strength, while those with three or more years of Agency experience constitute 15 per cent.

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4. DISCUSSION:

- a. Within the ranks of CIA there is a considerable group of younger men and women with excellent backgrounds and work records who show potential for progressively increased responsibility. Planned training assignments among Agency offices would be an effective device for providing many of these persons with opportunities for additional knowledge and wider perspectives. This type of activity also offers opportunities to evaluate individual performance and potential in different situations and the program can be counted on to strengthen the Agency's middle-management group of officials.

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b. A selective assignment program would be only one part of the Agency's Career Development system. Not all promising young men and women would benefit from this type of career development. Many would profit from the application of other recognized techniques while remaining with their parent component. The other techniques include:

- (1) Formal CIA training
- (2) Non-CIA training
- (3) On-the-job training
- (4) Understudy and task force assignments
- (5) Participation in external professional conferences
- (6) Extra-curricular duty on committees, panels and boards.

The other techniques enumerated above are now being utilized by operating components with varying degrees of effectiveness. Planned training assignments for the career development of junior personnel are occasionally being accomplished at present. However, as stated in 3a above, there is still no assurance that planned training assignments conducted in the interests of the Agency as a whole, as contrasted to those of primary interest to individual components, will be undertaken.

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c. The Assistant Director for Personnel is responsible for the development and administration of an Agency-wide personnel program. The Director of Training is responsible for formulating and carrying out training policies, plans, standards, and programs to increase the capabilities of personnel to serve the Agency. The Head of each Career Service is responsible for the utilization and development of each individual who bears the career designation of that particular Career Service including his training, assignment and advancement. The career development of personnel is thus a joint responsibility of these officials, and they have skilled personnel and facilities at their disposal for mutually carrying out this responsibility. (See TAB A "Plan for Career Development of Junior Personnel", attached).

5. CONCLUSIONS:

- a. The means for implementing a program of career planning for selected junior personnel are readily available within the Agency.
- b. The total cost of such a program would be minimal compared with its importance to the Agency.
- c. No additional funds would be required, since salaries of JOTs have already been included in the budget of the Office of Training and the costs of administration would be absorbed by the Offices of Training and of Personnel.
- d. Approximately [REDACTED] approved T/O positions are at present available to start the program.

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6. RECOMMENDATIONS:

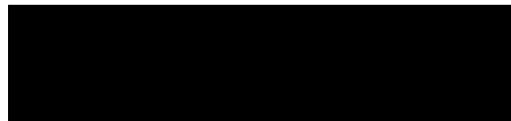
- a. That the above conclusions be approved.
- b. That the Plan as outlined in TAB A be adopted and published as a Notice.
- c. That the Program for the Career Development of Junior Personnel be referred to the Assistant Director for Personnel and the Director of Training for implementation.

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Assistant Director
for Personnel

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Director of Training

APPROVED:

Chairman
CIA Career Service Board

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NOTICE

NO. [REDACTED]

PERSONNEL

PLAN FOR CAREER DEVELOPMENT OF JUNIOR PERSONNEL

The CIA Career Service Board has approved the following program for the Career Development of Junior Personnel. Application forms can be obtained from either the Office of Personnel or the Office of Training.

1. PURPOSE:

The Plan for Career Development of Junior Personnel is designed to identify and provide for the systematic indoctrination and development through planned assignments of junior employees who have the capacity and potential to profit from such development, to the end that there shall be continuously available a reservoir of individuals extensively and intensively acquainted with Agency activities.

2. RESPONSIBILITY:

- a. Responsibility for this program is vested in the Assistant Director for Personnel, the Director of Training and the Head of the Career Service having jurisdiction over the individual under consideration as evidenced by his career designation.
- b. Selection of participants for the program and review of their progress will be made by a Committee for Career Development of Junior Personnel composed of the Assistant Director for Personnel, Chairman; the Director of Training; and the Head of the appropriate Career Service.

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TAB A

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3. ELIGIBILITY CRITERIA:

To be considered for entrance into the program an individual must:

- a. Have staff employee status.
- b. Be between the ages of 25 and 34, inclusive.
- c. Occupy a position at grade GS-7 through 12, inclusive.
- d. Have at least two years prior CIA service, preferably three.
- e. Have completed a training course in basic intelligence, such as BIC.
- f. Possess at least a Bachelor's degree or equivalent from an accredited college or university.
- g. Agree to serve the Agency wherever assigned (this agreement will be stated in whatever form is ultimately decided upon to be used in the application for entrance into the Career Service).

4. PROCEDURE:

a. Application and nomination

- (1) Heads of Career Services shall nominate especially qualified individuals for the program by requesting them to submit applications.
- (2) In addition, any staff employee who meets the eligibility criteria may apply through official channels to the Head of his Career Service for entrance into the program. The Head of the Career Service concerned will append his recommendation to the application and forward it to the Assistant Director for Personnel, whether his recommendation is affirmative or negative.

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- (3) Application will be on a prescribed form to be developed by the Assistant Director for Personnel and the Director of Training.
- (4) Accompanying the application will be a Career Development Plan worked out by the individual and his supervisor and commented upon by the office of current assignment where appropriate and by the Head of the individual's Career Service. This plan does not need prior concurrence of those offices in which it is expected the individual will be detailed during his development cycle although prior coordination would be helpful. The Committee will be responsible for obtaining the necessary concurrences.

b. Selection and review

- (1) The Committee for Career Development of Junior Personnel (paragraph 2 above) will select participants from among those whose applications are received by the Assistant Director for Personnel.
- (2) The Committee will make its review and base its selection on the applicant's over-all suitability for the program as determined by the following:
 - (a) Possession of basic eligibility qualifications.
 - (b) Evaluation of data in applicant's official personnel folder, which must contain a current PER.
 - (c) Personal interview by the Committee which will include a discussion of the applicant's proposed Career Development Plan.

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- (d) Training evaluations.
- (e) Assessment by the Assessment & Evaluation Division of the Office of Training when requested by the Committee.
- (f) Any special reports which the Committee may request from the Director of Security or Chief, Medical Staff.

c. Administration.

- (1) After selection, the individual will transfer without change of career designation to a JOT slot within the present ceiling of the Office of Training and will remain under the administration of the Office of Training during his development cycle.
- (2) The Assistant Director for Personnel and the Head of the Career Service concerned will be kept informed at all times, by the Director of Training, of the individual's development, progress and planned assignment.
- (3) Upon completion of his development cycle, the next assignment of the individual will be considered by the Committee for Career Development of Junior Personnel, consisting of the Assistant Director for Personnel, Chairman; the Director of Training; and the Head of the Career Service having jurisdiction over the individual as evidenced by his career designation.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

L. K. White
Acting Deputy Director
(Administration)

Distribution: AB

TAB A

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